

FY07 SOMERVILLE BUDGET HEARINGS

Constituent Services

Sean Murphy



CONSTITUENT SERVICES: FY06 Accomplishments & Initiatives

1. Implemented a state of the art Call Center

- Outfitted and oversaw the conversion of city hall space into a workable call center
- Hired three customer service representatives with strong service back grounds, a good working knowledge of Somerville issues, and fluency in the three primary languages spoken in Somerville
- Designed and implemented a training program for new hires

CONSTITUENT SERVICES: FY06 Accomplishments & Initiatives

2. Arranged for in-house responses to after hours queries resulting in:

- A. Dramatic cost savings
- B. Officer on the street
- C. Additional savings through in-house solutions to formerly outsourced activities

Process

- Created a job description and developed a team to staff the police console at the public safety building with civilians
- Trained and enabled console operators to take after hours city calls in an effort to reduce reliance on outsourced phone services
- These activities freed up resources to allow an Officer to return to active duty on the street

CONSTITUENT SERVICES: FY06 Accomplishments & Initiatives

<u>Console Operators at Highest Step Rate</u>					
<u>Salary</u>	<u>Daily Pay</u>	<u>Total Shifts per Week</u>	<u>Total Weekly Salary</u>	<u>Weeks in Year</u>	<u>Yearly Expenditure</u>
715.22	143.04	21	3003.924	52.2	\$ 156,804.83
<u>Overtime Hourly Rate</u>		26.82			
<u>Police Officer at Highest Step Rate</u>					
<u>Salary</u>	<u>Daily Pay</u>	<u>Total Shifts per Week</u>	<u>Total Weekly Salary</u>	<u>Weeks in Year</u>	<u>Yearly Expenditure</u>
1197.09	239.42	21	5027.778	52.2	\$ 262,450.01
<u>Overtime Hourly Rate</u>		44.89			
<u>Police Officer Differentials</u>			<u>Console Operators Differentials</u>		
<i>rate as of 1/1/04 at Highest Step Rate</i>			<i>rate as of w/e 5/20/06 at highest step rate</i>		
			<u>Day Shift (8AM - 4PM)</u>	\$0.00	
<u>Day Division (8AM - 4PM)</u>	4 weeks at \$64.00 & 2 weeks \$0.00				
			<u>1st Half Shift (4PM - 12 AM)</u>	\$71.52	
<u>1st Half Shift (4PM - 12 AM)</u>	4 weeks at \$113.46 & 2 at \$57.46				
			<u>Last Half Shift (12 AM - 8 AM)</u>	\$71.52	
<u>Last Half Shift (12 AM - 8 AM)</u>	4 weeks at \$113.46 & 2 at \$57.46				
<u>Police Officer Overtime</u>			<u>Console Operators Overtime</u>		
Fiscal 2004 Console Overtime - \$49,912.99			FY07 Budgeted Console Operator OT \$15,000		
Fiscal 2005 Console Overtime - \$62,717.37					
Cost for Console Operation staffed by Police officers			Cost for Console Operation Staffed by Constituent Service Employees		
Pay	\$262,450.01		Pay	\$156,804.00	
OT	\$56,315.00		OT	\$15,000.00	
Differential	\$11,959.00		Differential	\$7,438.00	
Total	\$330,724.01		Total	\$179,242.00	
<u>Additional Savings</u>					
In-house solution to out-sourced after hours calls		\$7,000			

CONSTITUENT SERVICES: FY06 Accomplishments & Initiatives

3. Collaborated with department representatives to populate the Customer Relationship Management tool and develop a city-wide information database

Online Help & Support -- Somerville 311

Find Information
Find information by entering a phrase, word, or question.
Search for:

Submit a Question
Send a message to the city with specific questions.

Make a Request
Click above to make a specific service request.

Track a Request
Login here to check the status of your questions.
E-mail Address:

Most Frequently Asked Questions

#	Description	Categories
1	How can I make my home rodent proof?	Health
2	How do I report a rodent problem?	Health
3	When can I put out my trash and recycling?	DPW
4	How do I appeal a parking ticket?	Traffic and Parking
5	How do I pay my bills online?	General
6	How can I dispose of an old air conditioner, refrigerator, etc.?	DPW
7	What are the details of curbside recycling in Somerville?	DPW
8	How can I dispose of a television or computer monitor?	DPW
9	How do I dispose of my household hazardous waste that cannot be taken to the DPW Yard?	DPW

78 FAQs

FAQs viewed 2,103 times

CONSTITUENT SERVICES: FY06 Accomplishments & Initiatives

4. Developed customer service training:

- Included phone skills and dealing with difficult people training
- Conducted these trainings for new hires and front line city employees

12. Training – Staff Taking Sean's Training

Date of class	Depts. Trained	Class offered	Employees Trained
28-Nov	Library Clerks office capital projects Const. Services	The Critical Elements of Customer Service	6
30-Nov	Library Clerks office capital projects Const. Services	Dealing with difficult people	6
11-Jan	Clerks office Purchasing Communications Const. Services Health Dept	The Critical Elements of Customer Service	10
15-Feb	Library Elections SPCD Mayor's Office	Dealing with difficult people	6
26-May	911 Elections	The Critical Elements of Customer Service	8
8-Jun	911	Dealing with difficult people	7

CONSTITUENT SERVICES: FY06 Accomplishments & Initiatives

5. **Contracted with phone vendors to allow for 311 phone service for Somerville residents**
6. **Enhanced 311 services to allow for:**
 - Cell phone access
 - TTY access

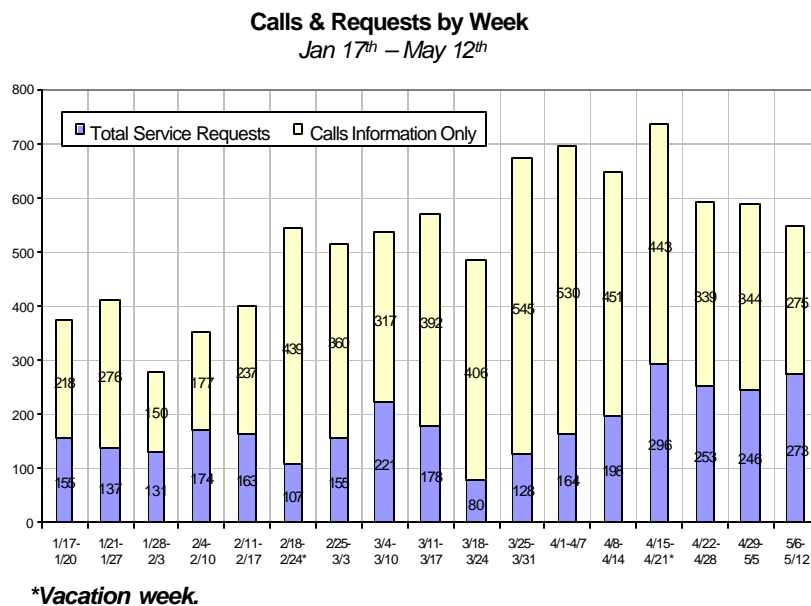
2. 311 Status: Important Implementation Dates

Date	Important Dates
12/19/2005	311 becomes available to Verizon customers only
1/16/2006	Web goes on-line
1/26/2006	311 becomes available to RCN phone customers
2/13/2006	311 becomes available for Comcast & ATT phone customers
5/1/2006	311 becomes available for T-Mobile customer
6/6/2006	Contract mailed back to Verizon Wireless

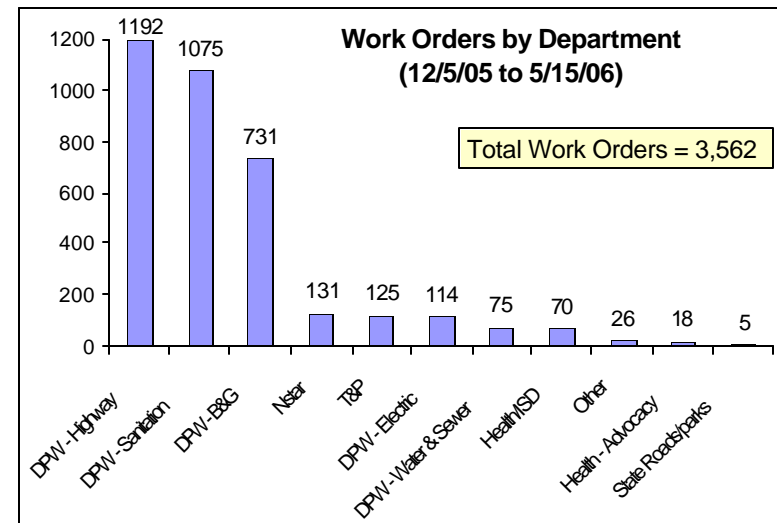
CONSTITUENT SERVICES: FY06 Accomplishments & Initiatives

7. Received and accurately responded to all of DPW's phone calls

3. Call Analysis: Total Calls



10. Customer Service: Status



CONSTITUENT SERVICES: Accomplishments & Initiatives

8. Crafted and carried-out a comprehensive marketing plan to increase public awareness of the new call center

9. Marketing: Efforts this Month

APPEARANCES BY DIRECTOR

- 2/14/06 – Sean met with the Kiwanis Club
- 2/16/06 – Sean’s Mayor’s Report was broadcast (& re-broadcast...)
- 2/21/06 – Sean presented to Disability Commission
- 2/28/06 – Sean and Brian presented to the Winter Hill Seniors
- 3/9/06 – Sean appeared on Senior Circuit program on 3/9/06 (& this was re-broadcast...)
- 3/14/06 – Sean appeared on the Grand Union Show on SCAT TV (& this was re-broadcast...)
- 5/12/06 – Sean presented to 15 Mayors and City Managers from Ireland
- 5/14/06 – “The Model City” was published in *The Boston Globe*
- Weekly – *The Boston Globe* published 311 as the number to call for Somerville City services

CONSTITUENT SERVICES: FY06 Accomplishments & Initiatives

9. Launched a comprehensive 311 Web presence to allow citizens to input and track online requests

Online Help & Support -- Somerville 311
Support Home Find Information Submit a Question Track a Request Make a Request

Service Request

Service Request Type: DPW-Abandoned Property - City Building/ Park
Description: The Buildings & Grounds Division of DPW will remove abandoned property from City buildings and parks. The property will be removed within 24 business hours from time of notification, depending on the type of property.

Please enter the following information:

Your E-mail Address: (Required)

Name of Business (if applicable)

Location street number

Location street name (Required)

If specific address is unknown, what is the general location?

What is the name of the building, park, playground or school?

What type of property is it?

Is it missing parts (tires)?

How long has it been there?

Is there anything else we need to know?

Online Help & Support -- Somerville 311
Support Home Find Information Submit a Question Track a Request Make a Request

Service Request

Welcome...

Category: (Optional)

Keyword Search:

	Service Request Type	Description
<input type="button" value="Select"/>	DPW-Abandoned Property - City Building/ Park	The Buildings & Grounds Division of DPW will remove abandoned property from City buildings and parks. The property will be removed within 24 business hours from time of notification, depending on the type of property.
<input type="button" value="Select"/>	DPW-Abandoned Property - Street/Sidewalk	The Highway Division of DPW will remove abandoned property from City streets and sidewalks. The property will be removed within 24 business hours from time of notification, depending on the type of property.
<input type="button" value="Select"/>	DPW-Animals - Removal of Dead Animals	The Highway Division of DPW will remove dead animals from City streets and sidewalks within 24 business hours, to ensure the health and safety of the general public.
<input type="button" value="Select"/>	DPW-Catch Basin/Sewer Grate - Blocked	The Water Division of DPW seeks to clear all catch basins within 24 business hours in order to prevent flooding of City streets.
<input type="button" value="Select"/>	DPW-Catch Basins - Maintenance	The Water Division of DPW responds to issues with the City's catch basins within a five-day time frame, including pooling, odors and minor blockages.
<input type="button" value="Select"/>	DPW-City Buildings - Repairs	The Buildings & Grounds Division of DPW responds to emergency repairs on City-owned buildings within 24 business hours of notification.
<input type="button" value="Select"/>	DPW-Dumping - Illegal Disposals/Hazardous Waste	The Highway Division of DPW provides cleanup of illegal disposals. The Environmental Division inspects and addresses hazardous waste emergencies.

CONSTITUENT SERVICES: FY06 Accomplishments & Initiatives

10. Tracked and gathered data on customer service issues

15. Customer Service Issues: Complaints and Praise

Type of Call	Calls	% of Calls
Complaint	269	65%
Praise	116	28%
Suggestion	30	7%

Complaints

- 26% of these calls addressed Russell
- 18% of these calls addressed Snow Removal

Praise

- 51% of these calls complimented 311
- 24% of these calls complimented DPW

Covers time period 12/5/06 to 6/2/06.

14. Customer Service: Status

FAQ	# of Viewings
How do I obtain a recycle bin?	166
How can I dispose of a television or computer monitor?	153
What are the details of curbside recycling in Somerville?	150
How can I dispose of an old air conditioner, refrigerator, etc.?	121
How do I get a brochure about Somerville's environment & trash policies?	99
How do I dispose of my household hazardous waste that cannot be taken to the DPW yard?	95
How do I appeal a parking ticket?	95
How do I report a rodent problem?	89
What should I do if my recycling is not picked up?	88
How can I obtain a copy of the City's parking regulations?	88
When can I put out my trash and recycling?	78
How do I pay my bills online	76

CONSTITUENT SERVICES: FY07 Goals

1. Increase public awareness of 311 through marketing and outreach programs

Letter drafted
by Sean
Murphy for the
New Resident
Kit

Dear Mr./Ms. new Somerville resident,

Let me take this opportunity to welcome you to our wonderful city. As a new resident to our city, I trust you'll find Somerville to be a vibrant active community that values and embraces our many nationalities and cultures. We are proud of our diversity, and embrace our past while we eagerly await the challenges the future brings.

Please take a moment to read through the enclosed information, and keep it handy for future reference. The informational guides and brochures will help make your transition to a new community a little smoother.

In addition to this valuable information, should you have any additional questions please contact our 311 Call Center. This service allows residents, businesses and visitors to call one number to make service requests, obtain valuable city information, or be connected with a specific City department. Just dial 311 from any Somerville telephone, or 617-666-3311 from outside of the City.

Also, by visiting our Web site at www.ci.somerville.ma.us, you can find important city information and facts including:

- 311 Web site, to make requests, track a request, read FAQs, or ask a question online,
- "My Somerville," which has specific information about your address, such as: who your elected representatives are, assessed value of your property, and your trash pickup day,
- forms and applications for licenses and permits,
- a link to sign up for snow emergency alerts by e-mail,
- a link to sign up for street sweeping reminders by e-mail,
- trash pick-up guidelines and recycling policies, and
- paying city bills online.

Situational information

Sincerely,

Mayor Joseph A. Curtatone
City of Somerville, MA

Situational information -This will be included in letters that we have the info of the new resident.

For your convenience we have included some important city information specific to your address. Your new address is 93 Highland Ave, you live in Ward 3 Precinct 2. Your Alderman is Tom Taylor, his e-mail is TFTAlld32@aol.com. His phone number is 617-555-1212.

Your State Senator is Pat Jehlen, to contact her office _____.

Your State Representative is Denise Provost to contact her office _____.

Your trash pickup day is Thursday.

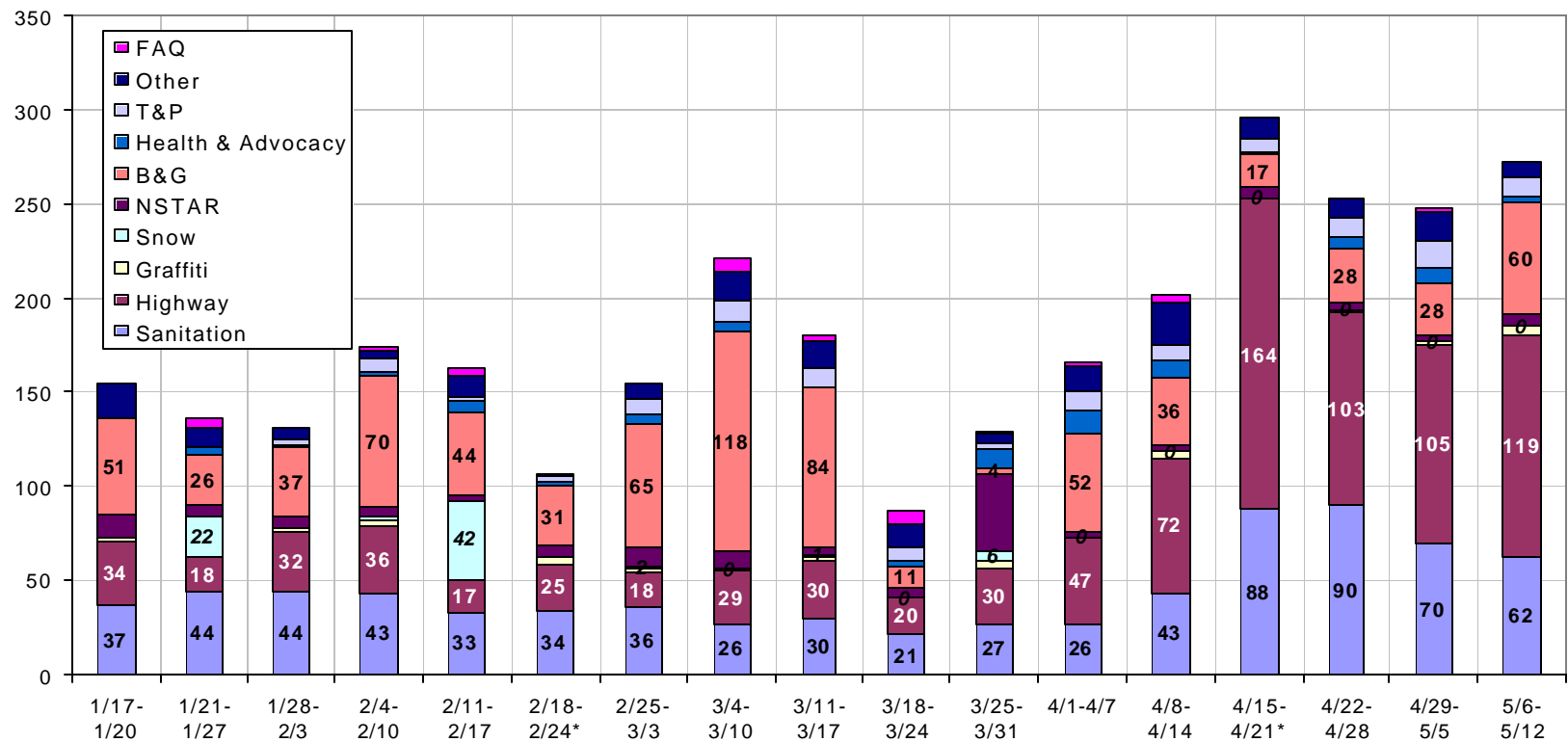
You vote at A room in the Cummings School, Prescott Street side (polls open at 7AM and close at 8PM).

CONSTITUENT SERVICES: FY07 Goals

2. Prepare Call Center to accept all T&P, Health, and ISD service requests by end of 2006

4. Call Analysis: Customer Service Requests

Customer Service Requests by Week and Type
Jan 17th – May 12th



***Vacation week.**

CONSTITUENT SERVICES: FY07 Goals

3. Continue to assess DPW and T&P customer service systems, and suggest any potential improvements

18. Customer Service: Possible Fellow Project

POSSIBLE RESEARCH ACTIVITIES

1. In-depth interviews regarding procedures, staffing, facilities, etc. with City departments that have walk-up, phone, or web-based contacts with constituents, including Traffic and Parking, Public Works, Water/Sewer, Library, Treasury, City Clerk, Inspectional Services, and the Mayor's Office.
2. Development and execution of methods to collect and analyze feedback from customers of all the relevant departments.
3. Analysis of data (phone records, transactions, people counter data) of relevant departments to model volume of customer service activity.
4. Inventory and mapping of city buildings that have walk-up customer service.
5. Audit of computer software and hardware that supports walk-up, phone, or web-based transactions.
6. Review and summary of best practices in customer service improvement from the public and private sectors.

19. Customer Service: Possible Fellow Project

POSSIBLE DELIVERABLES

1. Periodic presentations by the Fellow and a final plan should help answer these questions:
2. What model of customer service would make Somerville a national example of municipal customer service delivery?
3. What are the most "cutting edge" models for phone service (building on the current 311), for walk-up service, and for web-based service?
4. What other government entities (if any) or companies have successfully implemented parts of this model?
5. What would it take in terms of staffing changes, collective bargaining issues, facility changes, software purchase, development, and integration, or staff training?
6. What are the financial implications, in terms of both savings and investment?
7. In what phases could such a model be implemented?
8. What external resources (e.g. grants) might assist in carrying out the initiative?
9. How could the initiative be marketed?

CONSTITUENT SERVICES: FY07 Goals

4. Continue to build the information database to include all City departments information (online)

Online Help & Support -- Somerville 311

[Support Home](#) [Find Information](#) [Submit a Question](#) [Track a Request](#) [Make a Request](#)

Find information by entering a phrase, word, or question.

Categories:

Search for: Using:

Frequently
1 - 10 of 72

#	Description	Categories
1	How can I...	Health
2	How do I...	Health
3	When can I put out my trash and recycling?	DPW
4	How do I appeal a parking ticket?	Traffic and Parking
5	How do I pay my bills online?	General
6	How can I dispose of an old air conditioner, refrigerator, etc.?	DPW
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9	How do I dispose of my household hazardous waste that cannot be taken to the DPW Yard?	DPW

Goal
5 new FAQs
per week

CONSTITUENT SERVICES: FY07 Goals

5. Expand operations

- Include all City information and service requests
- Improve city's overall customer service delivery through training of front line staff, and confirmed migration of phone call
- Expand the means to reach 311 by continually activating new cell carriers as partners
- Activate TTY services